

COMMUNITY ENGAGEMENT

Our management approach

CAML's operations are guided by Social Management Systems (SMSs) that align to IFC Performance Standards and adhere to CAML's Community Policy. Each SMS includes a comprehensive Stakeholder Engagement Plan which supports our approach throughout the full project life cycle. This plan fosters transparency, outlines how we engage with communities, and includes mechanisms for capturing concerns, expectations and feedback.

We use tools such as stakeholder mapping, internal assessments and regular reviews to identify and prioritise stakeholders, adapting to changes in local dynamics. Stakeholders are categorised by factors such as proximity and influence, allowing us to focus on meaningful engagement, particularly with vulnerable groups such as women, children, the elderly, low-income households and people with disabilities. We aim for a consistent, Group-wide approach while recognising the distinct needs of the communities near Kounrad and Sasa. Engagement takes place through a range of channels including community offices, social media, local websites, public hearings, site tours and formal consultations. Relevant information is available in local languages to ensure accessibility. Our social affairs co-ordinators lead day-to-day engagement, supported by senior site management. Our site general directors maintain open communication with local authorities, including regular contact with the local mayors' offices. Community offices provide accessible spaces for residents to raise concerns, discuss issues and lodge grievances.

We formally engage with communities at key project stages, including during Environmental and Social Impact Assessments (ESIAs). For example, as part of the ESIA for capital projects at Sasa, we conducted surveys, public hearings and consultations to share information on risks, opportunities and mitigation measures regarding tailings management. Feedback from these engagements helps shape our strategies to address community concerns and manage potential impacts. All engagement respects local cultural values and is designed to foster positive, constructive and professional relationships with host communities and local governments.

Ensuring an effective approach

CAML has formal social management guidelines that set expectations for each site's SMS. These are reviewed and updated as needed - including following a material change - and are approved by the relevant General Director. Stakeholder Engagement Plans guide our approach throughout the life cycle of our operations, ensuring transparency and understanding. These plans include mechanisms to capture community concerns, grievances and expectations, and we actively seek feedback to refine our engagement. A key component is our community grievance mechanism, available at both operations, which helps us to understand our impact on local communities and address concerns before they escalate. The Group takes community matters seriously and commits to addressing them promptly and appropriately.

Grievances are reviewed by local sustainability teams, with community members afforded non-judicial processes to remediate negative impacts. Resolution measures may include monetary compensation, direct assistance, apology or changes to Group policies and procedures. Critical concerns are reported to the Sustainability Committee during quarterly meetings and, when necessary, escalated to the Audit Committee. Unresolved grievances may involve third-party or legal entities. Each site monitors and records the time taken to resolve grievances. By tracking grievances, their resolution and remediation measures, we can identify patterns and implement proactive steps to minimise future impacts. Social affairs teams log and monitor grievances, with monthly reporting to support accountability and continuous improvement.

In addition to the formal grievance mechanisms, stakeholders can raise concerns with CAML through a variety of channels:

- Direct contact with the site's social affairs co-ordinator by phone or email
- In person at the Community Drop-in Centre in Makedonska Kamenica (Sasa) or the Kounrad head office in Balkhash
- Online, via links on the local operations' websites
- Through local authorities, such as the mayor's office
- In writing, addressed to the relevant site or to the CAML corporate office in London

We actively seek community feedback to assess the effectiveness of our approach. While we continuously strive to improve, we recognise that engagement may not always be perfect and that our operations can sometimes have unintended impacts.

Responsibility and accountability

CAML's Board holds ultimate responsibility for community engagement and social performance, with oversight delegated to the Sustainability Committee. The Head of Sustainability and Group Senior Sustainability Adviser, supported by the communications and investor relations teams, provide regular updates to both the Board and the Committee. Any matters reported through the whistleblowing procedure are investigated promptly, confidentially and sensitively. The General Counsel is notified and reports to the Audit Committee on the investigation, actions taken and the number and types of misconduct reported. The general directors maintain regular communication with their respective local mayor's office to support open and constructive relationships with local government. Day-to-day community engagement is led by social affairs co-ordinators, who liaise with community members and escalate issues, to the general directors, Senior Sustainability Adviser or Head of Sustainability when needed.

Each operation reports regularly to the Sustainability Committee, with two-way communication to ensure feedback reaches site. CAML's communications team works closely with the social affairs co-ordinators to share operational and foundation activities, supporting transparency and helping to build community trust.

Why it matters?

Effective, transparent and proactive community engagement is essential to the smooth running of our operations and the long-term sustainability of the business. Building trust and maintaining strong relationships with local stakeholders underpins our social licence to operate and reduces the risk of disruption.

Our operations contribute to local and national economic stability by providing employment, paying fair wages and benefits, supporting local suppliers and contributing taxes, permits and fees. Through our community foundations, we invest in local infrastructure, healthcare, education and capacity building to help strengthen economic resilience. We also recognise that mining can have negative impacts and remain mindful of the environmental and social pressures that can arise.

Where our impact occurs:

- Our local communities

Relevant Policies:

- Community Policy
- Whistleblowing

Long-term targets:

- Work with local advisers and community leaders to generate long-term, sustainable development plans for the communities in which we operate

Reporting Frameworks and Initiatives:

- GRI 413
- SASB EM-MM-210

Associated SDG's:



CREATING VALUE FOR OUR COMMUNITIES